



State of Missouri

2019 Governor's Award for Quality and Productivity

GUIDELINES

PURPOSE

The Governor's Award for Quality and Productivity (GAQP) recognizes teams that champion service excellence, efficiency, innovation, technology, process improvement, and employee development in Missouri state government. All projects must meet requirements of effectiveness, responsiveness, and efficiency of such magnitude that would make the project a model of excellence in state government nationally.

ELIGIBILITY

Any team of individuals employed by the State of Missouri who worked together to implement a project within their own agency, or who have worked with another section, division, department, agency, organization or business to implement a project which exemplifies the purpose of the GAQP, may submit a nomination. The combined number of individuals representing any team should consist of **2 to 20 team members (maximum)** – the majority of whom are state employees.

Teams must provide documentation which includes, but is not limited to, background information, measures, and other supporting material that demonstrates the impact of the project. Projects are encouraged to demonstrate the potential for replication in other jurisdictions or settings.

Once a nomination has been approved by the department/agency and submitted for consideration for the GAQP, additional team members may not be added.

All projects must have been in existence long enough to have a **measurable** impact.

EXECUTIVE SUMMARY

Describe (in 500 words or less) the initial challenge, research, problem-solving measure, documentation, results, etc. Executive summary page must be typed in 12 point, Times New Roman font, and left justified. **Attach the executive summary to the front of the nomination.** [A blank Executive Summary document is available at the end of this document.]

NOMINATION PROCESS

A team of managers, directors, and/or state executives reviews nominations and selects the winners of this award which recognizes successful teams in Missouri state government.

1. Secure nomination packet from your [agency/department GAQP coordinator](#) or on the GAQP web page at <http://www.training.oa.mo.gov/erp/index.htm>.
2. Complete the nomination form (providing ALL information requested)
3. Forward completed nomination form to the [agency/department GAQP coordinator](#).
4. Agency/department GAQP coordinator reviews nomination form and ensures that all information and documentation is complete and accurate.
5. Agency/department coordinator secures agency/department director endorsement signature and forwards completed nomination packet to GAQP state program coordinator.
6. **Do not submit hard copies of information, documentation, videos, etc.**

CATEGORIES

Customer Service

The winning team will identify and develop measures to improve customer service in Missouri state government. The winning project will establish how its development and implementation provided the agency a means to more effectively satisfy customer, stakeholder, and public expectations. This will include, but is not limited to, communication, information, responsiveness, resolution of problem(s), and on-time, reliable, consistent customer service delivery.

Efficiency / Process Improvement

The award will recognize the team that develops an effective and creative approach in using state resources to implement a new process or deliver a product or service. Implementation of the winning project must have improved the overall quality of products and services, significantly enhanced operational efficiency, simplified work processes, generated increased revenues, or reduced spending.

Innovation

The winning team will develop and implement a new process/product/service or a better application to an existing process/product/service to create an "added value" to state government. The winning project will deliver benefits to the citizens of Missouri through advances in vital services such as healthcare, education, communications, transportation, etc.

Pinnacle Award

The Pinnacle Award may be awarded to a nominated team if, in the opinion of the Selection Committee, the nomination clearly encompasses multiple award categories in a manner that exemplifies the spirit of the Governor's Award, or exceeds all other nominations. This award is not open for nomination and may only be used by the GAQP Selection Committee.

Examples of previous winning nominations for the above categories are available by visiting the following link: <http://www.training.oa.mo.gov/erp/winnom.html>.

Agency/Department Coordinator Forwards Complete Packet to:

Governor's Award for Quality and Productivity
Office of Administration – Division of Personnel
Attn: John Beakley
Center for Management and Professional Development
Truman State Office Building, Room 430
301 East High Street
Jefferson City, MO 65101

John.Beakley@oa.mo.gov
573-526-4554

<http://www.training.oa.mo.gov/recognition.htm>



State of Missouri
2019 Governor's Award for Quality and Productivity Executive
Summary

Project or Team Name: North Fork River emergency bridge replacements on State Route PP and State Route CC in Ozark County

Nominator: Pete Berry

Nominating Department: (Nominations must include names of all agencies/departments/organizations/businesses, etc.)

Missouri Department of Transportation

Category: Customer Service

Executive Summary: (Executive Summary page must be 500 words or less, 12 point, Times New Roman font, and left justified. Attach the Executive Summary to the front of the nomination.)

Major flooding occurred throughout Missouri during the final weekend of April 2017, with more heavy rain the first week of May. As floodwaters closed roadways throughout Missouri, bridges were also impacted. In Ozark County, the James Bridge on Route PP and the Hammond Camp Bridge on Route CC were washed away by floodwaters. The State Route PP bridge is located over North Fork River in Ozark County, Missouri, located just northeast of Tecumseh, Missouri. The State Route CC bridge is located over North Fork River in Ozark County, Missouri, located east of Dora, Missouri.

Immediately following the bridges displacements, MoDOT maintenance crews blocked the road to inform local travelers of the displaced bridges. Because the displacements occurred overnight, MoDOT crews stayed at the barricades to ensure local traffic was made aware. MoDOT's Southeast District staff notified customers, businesses, local emergency management partners and local officials through press releases, social media and the Traveler Information Map. District staff worked with local officials, including county commissioners, area businesses, local emergency management services, local school districts, and state representatives and senators to update them on construction progress of both bridges throughout each project. Additionally, MoDOT staff worked with the governor's staff to update the local public on construction progress. A timelapse camera was stationed on Route PP to provide updates via Facebook and Twitter using the #MoRecovery hashtag to remain consistent with other state departments. Construction inspectors also provided photos to be used via social media to update customers.

By June 29, construction contracts for both bridges were awarded, with work set to begin over the summer. The Route PP Bridge cost \$2,801,014 to design and construct. The Route CC Bridge cost \$3,062,522 to design and construct. During the bridge closures, adverse travel for both routes were seven additional miles for travelers. By expediting work to replace the bridges, adverse travel time was limited to around six months.

By October 11, 2017, construction of both bridges had been completed and the routes were opened to traffic. Throughout the process, updates were provided to the public via social media channels and MoDOT staff regularly updated local officials, state legislators, schools and area businesses. Additionally, the bridge elevations were changed to mitigate issues with flooding in the future. The newly constructed bridge on Route PP was raised an additional four feet and the Route CC bridge was raised an additional two feet, making it 100 feet longer than the original bridge. The slopes on both bridges were armored with riprap to prevent future erosion around the bridges. As a result, increasing the elevations of both bridges will allow for roadways to remain open or open longer in the event of future flooding events. The total time of replacement for both bridges was less than six months from flood damage to completion.



State of Missouri – 2019 Governor's Award for Quality and Productivity

NOMINATION FORM

I. GENERAL INFORMATION

Department: Missouri Department of Transportation (MoDOT)

1. Project or team name: North Fork River emergency bridge replacements on State Route PP and State Route CC in Ozark County

2. List the name of all team members, job titles, state agency department, and/or other organizations including public, private sector or business: *(Please list alphabetically by last name – 2 to 20 team members maximum.)*

1. Pete Berry, Project Manager, Southeast District--MoDOT
2. Craig Compas, District Traffic Engineer, Southeast District--MoDOT
3. Luke Cooley, Maintenance Crew Leader, Dora Maintenance--MoDOT
4. Kevin Davidson, Maintenance Superintendent, Southeast District--MoDOT
5. Jason Ferguson, Construction Inspector, Willow Springs Construction Office--MoDOT
6. Michael Harms, Structural Liaison Engineer, Central Office--MoDOT
7. Dennis Heckman, State Bridge Engineer, Central Office--MoDOT
8. Edward Hess, District Bridge Engineer, Southeast District--MoDOT
9. Eric Kaut, Senior Right of Way Specialist, Southeast District--MoDOT
10. Pam Masterson, Right of Way Manager, Southeast District--MoDOT
11. Stacy McMillan, Structural Liaison Engineer, Central Office--MoDOT
12. Michael Meinkoth, Historic Preservation Manager, Central Office--MoDOT
13. Marissa Robey, Senior Communications Specialist, Southeast District--MoDOT
14. Chris Rutledge, Assistant District Engineer, Southeast District--MoDOT
15. Audie Pulliam, Resident Engineer, Willow Springs Construction Office--MoDOT
16. Melissa Scheperle, Environmental Compliance Manager, Central Office--MoDOT
17. Barbara Schumacher, Senior Customer Service Representative, Southeast District--MoDOT
18. Shawn Shipley, Maintenance Supervisor, Dora Maintenance--MoDOT
19. Michael Wake, Senior Traffic Studies Specialist, Southeast District--MoDOT
20. Rodney Wiles, Construction Inspector, Willow Springs Construction Office--MoDOT

3. Nomination Category: *(Check only one.)*

☐ INNOVATION

☒ CUSTOMER SERVICE

☐ EFFICIENCY / PROCESS IMPROVEMENT

4. Explain why you selected this category:

Customer Service was selected because at the very core of our work, MoDOT strives to provide outstanding customer service. Every MoDOT employee is responsible for delivering outstanding customer service. MoDOT strives for communication that is respectful, responsive and clear. The department builds strong relationships with our partners, customers and each other. During times of emergencies, such as floods, MoDOT keeps the lines of communication open with the traveling public, emergency management services, state and local officials and media. In this case, communication occurs with each of these groups, before, during and following the emergency management efforts, including the initial closures, construction and opening of both bridges.

In addition, these projects are a great example of efficiency. The public often views government processes as unnecessary red tape. While MoDOT does have project planning processes in place to ensure the department is good stewards of taxpayers' dollars, these projects were emergencies. Construction needed to be expedited. Multiple government agencies including the U.S. Forest Service, Fish and Wildlife Service and Federal Highway Administration met with MoDOT at the project site to streamline this process; these meetings do not typically occur in this manner. These projects also required historical and environmental work. The bridges were replaced in less than six months, which is significantly shorter than normal replacement projects of three

to five years.

II. BACKGROUND

1. When did the team begin its work?

April/May 2017 during historic floods

2. What date did the team initiate the implementation phase of the project?

April/May 2017 during historic floods

3. Is the project:

Time Limited

☒ Completed

Ongoing

III. PROJECT DESCRIPTION

1. Why was the project necessary?

The bridge replacements were necessary due to major flooding in Southern Missouri in April/May 2017. With floodwaters closing roadways throughout Missouri, bridges were also impacted. In Ozark County, the James Bridge on Route PP and the Hammond Camp Bridge on Route CC were washed away by floodwaters.

2. What were the primary goals of the project? (150 words or less.)

The primary goal of the project was to replace the Route CC and PP bridges displaced by flooding that occurred in April/May 2017. Immediately following the bridges' displacements, MoDOT maintenance crews blocked the road to inform local travelers of the displaced bridges. Because wash-outs occurred overnight, MoDOT crews stayed at the barricades to ensure local traffic was made aware. Communications/Customer Service updated the traveler map, sent emails and updated social media to reach out to local citizens, media, local officials and emergency services personnel. During the bridge closures, adverse travel for both routes was seven additional miles for travelers. By delivering exceptional customer service, e.g. expediting work to replace the bridges, adverse travel time was limited to around six months.

3. Describe the project: (200 words or less.)

Major flooding occurred throughout Missouri during the final weekend of April 2017, with more heavy rain forecast the first week of May. As floodwaters closed roadways throughout Missouri, bridges were also impacted. In Ozark County, the James Bridge on Route PP and the Hammond Camp Bridge on Route CC were washed away by floodwaters. With both bridges washed away, Southeast District staff notified customers, media, emergency management partners, and state, federal and local officials of the closures and plans for design and construction, including elevating both bridges. By June 29, construction contracts for both bridges were awarded, with work set to begin over the summer. By early October 2017, construction of both bridges was completed and the routes were opened to traffic, a time of six months. Throughout the process, updates were provided to the public via social media channels and MoDOT staff regularly updated local officials, state legislators, schools and area businesses.

4. What technology, if any, was used in the development, implementation, maintenance or measurement of the project? (150 words or less.)

MoDOT utilizes several technologies to help inform the traveling public of current status and progress of projects. For these projects, MoDOT utilized Facebook, Twitter, E-Updates database system (news releases) and Traveler Information Map to keep the public and media updated. Additionally, a time lapse camera was stationed to show progress on Route PP bridge as construction was underway, and the construction inspector sent photos of the Route CC bridge throughout construction to be shared via social media.

5. Explain how the accomplishment of the team exceeds its regular duties and responsibilities.
(150 words or less.)

The North Fork River received over eight inches of rain in a 24-hour period with some areas receiving a foot of rain. Typical bridge replacements in the Statewide Transportation Improvement Program are planned between three and five years out. The Route CC and PP bridge projects required emergency closures, lettings, awards, design and construction. The newly constructed bridge on Route PP was raised an additional four feet and the Route CC bridge was raised an additional two feet, making it 100 feet longer than the original bridge. Slopes on both bridges were armored with riprap to prevent future erosion. Increasing the elevations of the bridges allows for roadways to remain open or open longer in future flooding events. The replacement time for both bridges was less than six months from flood damage to completion. This is a significantly shorter period of time than normal bridge replacements, which is three to five years.

6. Which of the following describes the intended benefits of the project? (Check all that apply and provide an explanation. - 150 words or less)

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Cost Reduction | <input checked="" type="checkbox"/> Time Savings | <input checked="" type="checkbox"/> Increased Effectiveness |
| <input checked="" type="checkbox"/> Improved Process | <input checked="" type="checkbox"/> Other: Describe | |

Explain the intended benefits: For bridge replacements that follow our regular protocol, a project typically takes longer than six months. Once a bridge nears the end of its useful life, the bridge is added to our Statewide Transportation Improvement Program schedule. MoDOT schedules work about three to five years in the future. With this circumstance, bridge replacements are treated as emergency projects. By executing emergency contracts to replace the bridges, MoDOT was able to replace both bridges in nearly six months.

Teamwork allowed us to improve the process and bring these projects to fruition in an accelerated manner. MoDOT and outside agencies took a process that typically takes place over several years and condensed it into a few months. Without teamwork it wouldn't have been possible to streamline and improve the process for these emergency bridge replacements.

IV. RESULTS / MEASUREMENT

1. Explain how the success of the project was measured and what outcomes were achieved. (Explanation should not exceed 300-500 words.)

Typically, bridge replacements, without flooding, work their way through the Statewide Transportation Improvement Program. Bridges following the normal course of business are planned three to five years in advance. However, since both bridges were washed away by floodwaters, emergency closures, clean-up, design and construction became necessary immediately. MoDOT's Southeast District staff closed both bridges and notified customers, businesses, local emergency management partners and local officials through press releases, social media and the Traveler Information Map. District staff worked with local officials, including county commissioners, area businesses, local emergency management services, local school districts and state representatives and senators to update them on construction progress of both bridges throughout each project. Additionally, MoDOT staff worked with the governor's staff to update the local public on construction progress. A time lapse camera was stationed on Route PP to provide updates via Facebook and Twitter using the #MoRecovery hash tag to remain consistent with other state departments. Construction inspectors also provided photos to be used via social media to update customers. The bridges were closed in April 2017 and both reopened by October 11, 2017. Measuring the success of the project could be accomplished in a couple different ways. First, we have responses on social media from customers who were happy to hear about the ongoing process and subsequent opening of the bridges. Additionally, MoDOT staff received feedback from local officials, customers and emergency management personnel regarding the excellent progress to complete construction.

2. Are the benefits derived from this project: (Check only one.)

- | | |
|---|-----------------------------------|
| <input checked="" type="checkbox"/> Recurring | <input type="checkbox"/> One-time |
|---|-----------------------------------|

3. If recurring, how will the benefits be sustained? (Explain in 150 words or less.)

Bridge elevations were changed to mitigate issues with flooding in the future. The newly constructed bridge on Route PP was raised an additional four feet and the Route CC bridge was raised an additional two feet, making it 100 feet longer than the original bridge. The slopes on both bridges were armored with riprap to prevent future erosion around the bridges. Increasing the elevations of the bridges allows for roadways to remain open in the event of future flooding events. For our customers, we gained additional followers on our Facebook and Twitter pages and educated a number of individuals on how to utilize the Traveler Information Map.

V. RECOGNITION / AWARDS

1. Has this project previously been nominated for the Governor's Award for Quality and Productivity?
If yes, when?

No

2. If yes, for which category was it nominated?

NA

3. Has this project received any other awards or recognition? If yes, describe.

National: 2018 American Association of State Highway and Transportation Officials (AASHTO) America's Transportation Award (ATA) for Operations Excellence in the Small Project Category (projects costing less than \$25 million). The award was selected for both bridges.

The American Council of Engineering Companies of Missouri (ACEC/MO). The award was for Engineering Excellence for the Route PP bridge.

VI. NOMINATOR'S INFORMATION

Nominating Department: Missouri Department of Transportation

Name: Chris Berry

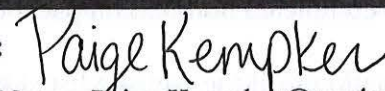
Signature: 

Telephone Number: 417-469-6242

E-Mail Address: Chris.Berry@modot.mo.gov

VII. DEPARTMENT COORDINATOR'S INFORMATION

Name: Paige Kempker

Signature: 

Telephone Number: 573-526-4142

E-Mail Address: Paige.Kempker@modot.mo.gov

VIII. DEPARTMENT DIRECTOR APPROVAL

Department Director's Name:
Patrick K. McKenna

Signature: 

Nomination must be signed ONLY by the Department Director to be eligible for consideration.
Nominations not signed by the Department Director will be returned to the agency coordinator.



State of Missouri
2017 Governor's Award for Quality and Productivity
Nomination Checklist

The Nomination Checklist is for your assistance to ensure that you have completed all parts of the nomination package. **Do not include this checklist with nomination packet.**

- ☐ Verify all team members have been included on the nomination form [maximum of 20 team members, the majority of whom are state employees]. **Once the nomination has been submitted additional team members may not be added.**
- ☐ Check to make sure all names are spelled correctly and listed alphabetically by **last name**. (Verify spelling of all team members names.)
- ☐ Include the job titles and agency/organization of all team members.
- ☐ Complete the **Executive Summary** and attach to the **front** of the nomination form. It should include why this project is exceptional, why the citizens of Missouri should be proud of this team, and why the accomplishments are beyond regular responsibilities.
- ☐ Forms can be downloaded on the GAQP web page at <http://www.training.oa.mo.gov/erp/index.htm>. Enter responses to all questions (reference each section and number clearly) on an original or copy of the nomination form.
- ☐ Confirm point of contact and telephone number.
- ☐ Review nomination to ensure:
 - acronyms and technical terms are clearly identified and understandable to the average reader;
 - supporting documentation is provided; and
 - measurement for the project has been included in the nomination.
- ☐ Forward completed nomination packet to agency coordinator for verification.

For more information visit the website listed below or contact:

GAQP State Program Coordinator

John Beakley

573-526-4554

John.Beakley@oa.mo.gov

<http://www.training.oa.mo.gov/recognition.htm>